Newfoundland and Labrador
PUBLIC SERVICE COMMISSION

ANNUAL REPORT
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1986-87

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PUBLIC SERVICE
COMMISSION

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The Honourable Hugh Twomey, M.D., M.H.A.
Minister of Public Works and Services
and Minister Responsible for the
Newfoundland Public Service Commission

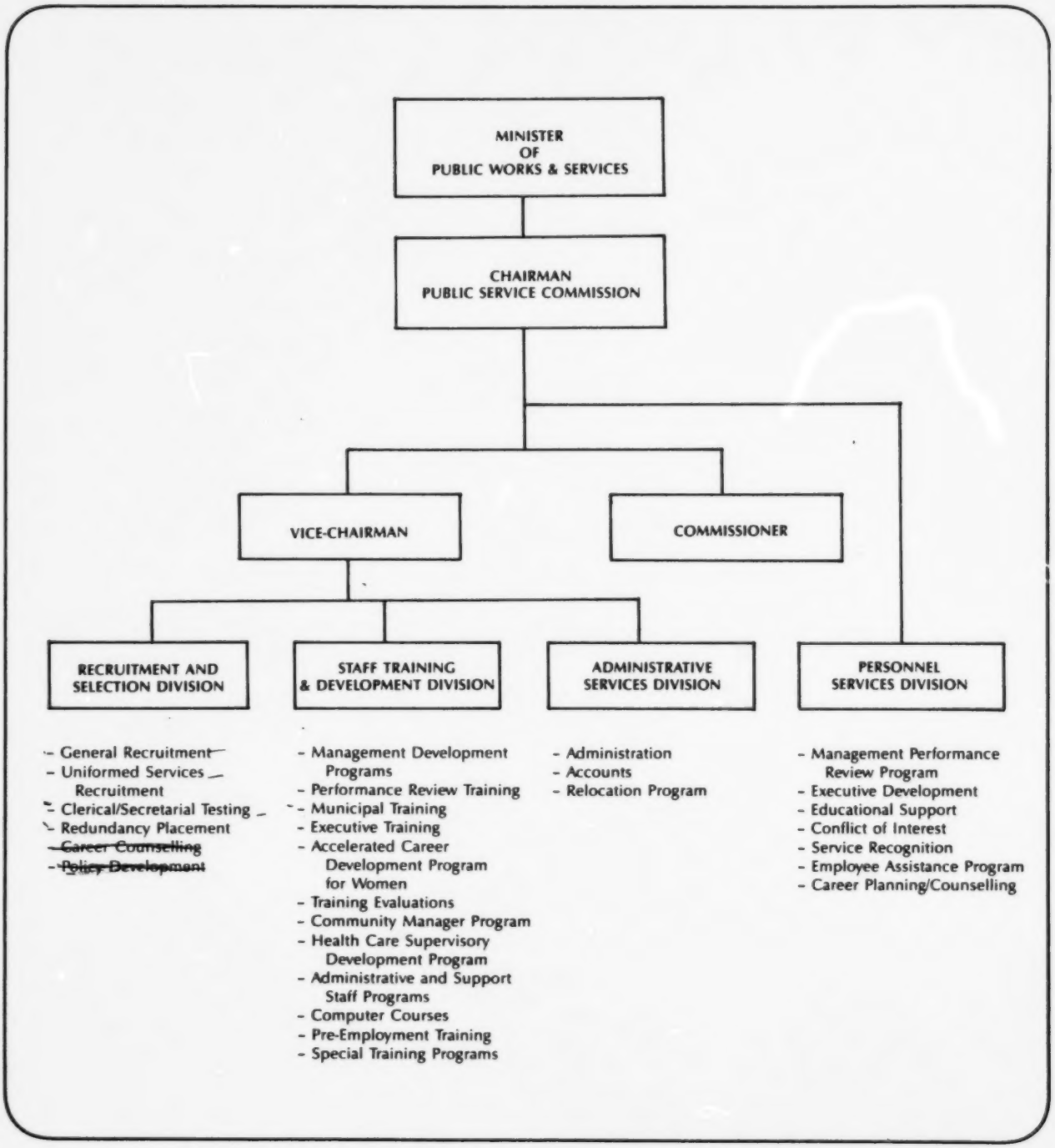
Pursuant to Section 18 of the Newfoundland Public Service Commission Act, I have the honour to submit to you the Annual Report of the Newfoundland Public Service Commission for the Fiscal Year ended March 31, 1987.

May I take this opportunity to acknowledge the assistance of my fellow Commissioners and the diligent work and dedication of our staff.

P.G. WITHERS
Chairman

March, 1988

Newfoundland Public Service Commission
Functional Organization Chart
March 31, 1987



INTRODUCTION

The Newfoundland Public Service Commission was established by statute in 1973 and operates under the authority of the *Newfoundland Public Service Commission Act*. The Commission is responsible for two major personnel functions: Recruitment and Selection and Staff Training and Development. It is also responsible for other human resource programs and services consistent with the intent and scope of the Act. These include: the Executive Development Program, Administration of Conflict of Interest Policy for Public Employees, Personnel Planning Projects, Employee Assistance Program, Management Performance Review Program, Educational Support Program and the Employee Relocation Program.

A Chairman, Vice-Chairman and Commissioner comprise the Commission and oversee a staff complement of 36. The Commission has four Divisions: Recruitment and Selection, Staff Training and Development, Personnel Services, and the Administrative Services Division.

Through the Recruitment and Selection function the Commission ensures that appointments to or promotions within the Public Service are made on the basis of merit. Established policies and procedures ensure that the Commission affords all applicants fair and reasonable treatment during this selection process.

Through its Staff Training and Development activity the Commission supports human resource development in Departments and Agencies. This Division undertook a number of major projects in the Fiscal Year under review. Specifically, it hosted the National Training Directors' Conference and undertook the implementation of a new Supervisory Development Program for the Newfoundland Hospital Association.

Executive Development remained a priority of the Personnel Services Division with the appointment of a third Channing Fellow at Memorial University. The Division also established a Career Planning Unit and hired a Career Development Officer.

Another major element of the Commission's work in FY 1986-87 was the submission to Government of the second Report of the Task Force on Employment Equity.

Finally, in September, 1986 the Commission moved its office from 16 Forest Road to the Workers' Compensation Building at 146-148 Forest Road.

HIGHLIGHTS

- Conducted recruitment activities for 835 positions during 1986-87.
- Processed 1649 applicants for 15 positions in the Royal Newfoundland Constabulary.
- Sponsored 3729 participants for training and development activities.
- Established Career Development Unit.
- Co-ordinated appointment of third Channing Fellow at Memorial University.
- Recognized 389 employees for their public service.
- Relocated 169 employees. ■

RECRUITMENT AND SELECTION DIVISION

Under the Public Service Commission Act, the Commission has the mandate to conduct the recruitment of qualified candidates for permanent positions for all Government Departments and designated Agencies. The Commission must ensure that all appointments are based on merit and the most suitable candidates are selected for public service employment. The Commission is not responsible for the filling of temporary, part-time, or contractual positions or those which are the responsibility of the Lieutenant-Governor in Council. On occasion however, the Commission is requested to fill these types of positions.

During the year Government approved Recruitment and Selection Regulations which were issued pursuant to the Public Service Commission Act. These Regulations replaced less formal procedures which had been used by the Commission for several years.

The Recruitment and Selection Division is responsible for the following activities:

- Staff Recruitment for Departments and Agencies
- Recruitment for the Uniformed Services
- Re-employment of Employees affected by Redundancies or Work-Related Injuries
- Policy Development
- Career Information
- Specialized Recruitment

STAFF RECRUITMENT:

Departments and Agencies

Recruitment activities include the filling of vacancies by advertising vacant positions either within the Public Service or through public advertisements. Following an initial screening of all applicants' qualifications, the remaining applicants are impartially assessed through the interview process. Once reference checks are completed, the Commission recommends for appointment up to three candidates in order of merit and from this list the Deputy Minister of the Department selects the successful candidate(s). During FY 1986-87 the Commission recommended candidates for appointment to 835 permanent positions. For a breakdown of these positions on a Departmental basis refer to Appendix A on page 19.

Clerical/Secretarial Recruitment

The Public Service Commission has developed and administers a range of skill tests for entry-level clerical and secretarial positions. Entry level tests for Clerical, Clerk Typist and Stenographic positions, which have been used for the past several years, were validated during the Fiscal Year. The process included administering the tests to students in a number of high schools throughout the Province and having the results analyzed by experts in the testing field. The exercise confirmed that our tests for entry level positions are valid and are serving the purpose for which they are designed.

As there is a high degree of interest in these positions by the general public, the Commission conducts testing on a regular basis throughout the year. In addition, in May and June testing sessions are conducted in various vocational schools within the Province. Candidates who successfully complete the various tests are placed in an Applicant Inventory and are referred to Departments and Agencies when clerical and secretarial positions become vacant.

Statistical information on this recruitment activity can be found in Appendix B on page 20.

During the year the Commission has been working on the installation of a computerized system of record keeping so as to increase the efficient and effective placement of clerical and secretarial staff.

Recruitment for Uniformed Services

At the request of the Department of Justice the Commission conducts recruitment for all branches of the Uniformed Services: St. John's Fire Department, Adult Corrections and the Royal Newfoundland Constabulary. During FY 1986-87, six positions were filled from the results of a previously conducted competition for the St. John's Fire Department. The table below shows the recruitment activity for the Royal Newfoundland Constabulary for the year under review.

Uniformed Services	No. of Applicants	No Shows	Applicants Tested M	Applicants Tested F	Recommended For Training M	Recommended For Training F
Royal Newfoundland Constabulary	1649	494	976	179	13	2

Candidates for these positions are assessed by means of written tests, physical and medical examinations, personal interviews and extensive reference checking.

RECRUITMENT AND SELECTION DIVISION

Re-employment of Employees affected by Redundancies or Work-Related Injuries

Order-in-Council 79 - '83 provides that under certain circumstances a position may be declared redundant by the Lieutenant-Governor in Council. Under this policy, a phase out of a program or the realignment of a job function results in positions being declared redundant.

In keeping with Government's objective to make maximum efforts to assist employees affected by redundancy obtain other positions in the Public Service and to avoid premature loss of competent and qualified personnel, the Public Service Commission was assigned certain responsibilities in this area.

The Commission is involved on a continual and priority basis with Departments in order to minimize the effects of a declared redundancy.

In addition to ongoing efforts with the Department of Social Services to assist in the phase out of Exon House, the Division addressed the declared redundancy of ten other positions.

The following is a breakdown of these positions by location and department.

Number of Positions	Department	Location
4 (Jailers)	Justice	Corner Brook
1 (Director of Metric Conver.)	Consumer Affairs & Communications	St. John's
4 (Instructors)	Career Development & Advanced Studies	3 Carbonear 1 Seal Cove
1 (Switchboard O.)	Public Works & Services	Corner Brook

Of the ten employees affected, one was re-engaged within the department in a temporary position, one was re-engaged within another department in a temporary position, another failed to supply the information required in order to allow for assistance to be provided and one acquired a position in the private sector. Efforts to place the remaining employees in suitable positions are ongoing.

For those positions that are declared redundant the Commission has established a Re-employment Priority List and may waive the competition process when suitable and qualified candidates for vacant positions are identified from this list.

The Commission is also responsible for identifying alternate employment for employees who have suffered a work-related injury which prohibits them from returning to their regular duties.

During FY 1986-87 the Personnel Administration Procedures were reviewed and revised to clarify the roles of the various Departments and Agencies responsible for injury-on-duty employees. The Commission will be increasing its efforts in this area in the next Fiscal Year.

Career Information

Within the limitation of its present staff complement, the Recruitment and Selection Division provides some job counselling services to public servants and members of the general public. The Division does, however, promote public service employment through participation at Career Days in various high schools and through information sessions. During the year the Commission engaged a Career Development Officer whose primary responsibility will be to provide career planning and counselling to public servants.

Specialized Recruitment

Increasingly, Departments and Agencies are requesting the Public Service Commission to undertake on their behalf the recruitment of executive personnel. In this Fiscal Year the Commission was pleased to assist in the recruitment of two executive positions.

Delegated Staffing Authority

The Newfoundland Public Service Commission Act provides that the Commission, at its discretion, may delegate its recruitment authority for specific positions to Departments and Agencies.

In accordance with this authority, 109 positions were filled by Departments and Agencies during FY 1986-87 as follows:

Department	Number of Positions
Career Development and Advanced Studies	15
Education	3
Health	19
Public Works and Services	29
Rural, Agricultural & Northern Development	1
Social Services	9
Transportation	33

The Commission has now completed its review of delegated staffing authorities and will be revising its procedures in the next Fiscal Year. ■

STAFF TRAINING AND DEVELOPMENT DIVISION

This Division continued to provide training programs and services designed to develop the human resources of the Public Service. Two work stoppages due to labour unrest in April and September, 1986 interrupted training activities. However, the Division did maintain a very significant level of courses and programming during the Fiscal Year. Program highlights were:

- National Training Directors' Conference
- Accelerated Career Development Program for Women
- Data Processing Training
- Management School '86
- Special Programs and Projects
- New Supervisory Development Program
- Municipal Training Program

National Training Directors' Conference

The Commission hosted this Conference for the first time from June 24-26, 1986. Delegates from eight provinces, the Yukon and the Northwest Territories attended. They presented jurisdictional reports which were the center of discussion during the three days. They also reviewed other major human resource issues including management and executive development, performance review systems and the decentralization of the human resource management function.

Accelerated Career Development

This Program, an early element of Government's Employment Equity Program For Women, is now in its second full year of operation. The 25 Departmental representatives on the Program concentrated on completing three-month developmental job assignments and selected training courses. They participated in these activities to meet their established career objectives. Towards the close of the Fiscal Year, the Commission established criteria for the selection of an external consultant to review the Program. The consultant will complete an evaluation of the Program which the Commission will use to recommend to Government follow-up approaches.

Data Processing Training

The Public Service greatly expanded its use of microcomputers during 1986-87. This placed considerable demands on the Division and the Training Department of the Newfoundland and Labrador Computer Services. A total of 786 public servants took part in 78 computer courses. This represents a three-fold increase over the previous year's total. The Commission anticipates this trend continuing in the next Fiscal Year.

Of the total number of public servants participating in courses, 584 did so utilizing computer terminals to access the training course content. This represents a 400 percent increase in the participation rate in computer assisted courses over the previous Fiscal Year. This approach permits employees to remain in their general work area and to plan their computer-assisted learning at appropriate times during the work day.

Of the nineteen various courses offered through the Computer Course Program, the most popular include **Word Perfect, Lotus 1-2-3, Introduction to Computers for End Users and Developing Data.**

An Advisory Committee comprised of representatives of Treasury Board, the Public Service Commission and Newfoundland and Labrador Computer Services oversees the computer course offerings to ensure they meet the operational requirements of the Public Service.

Management School '86

The Centre for Management Development of Memorial University conducts this intensive two week Institute. The Commission has actively supported the Program since its inception in 1981. The Program is open to private and public sector managers. This year five Government managers attended this School. The Commission and Memorial University's Faculty of Business Administration are now considering other joint ventures in the area of productivity surveys and management development.

Special Programs & Projects

During the year the Division managed a number of major training projects on behalf of line Departments. It conducted a six week pre-employment training program for correctional officers in conjunction with the College of Trades and Technology. The Department of Justice has now hired all 19 graduates in the Provincial correctional system.

STAFF TRAINING AND DEVELOPMENT DIVISION

The Division continued its work with the Public Health Nursing staff to assist them to adjust to the demands of their new roles. An additional 107 nurses completed the three day **Principles of Adult Education Course** during the year.

The Division also completed the Wildlife Protection Officers' Training Program during the year. Ten officers graduated from the Program which completes the training initiated a number of years ago by the Commission for the entire staff of Wildlife Protection Officers.

New Supervisory Development Program Introduced

During the last ten years the Commission has assisted the member institutions of the Newfoundland Hospital and Nursing Home Association in the area of management training, and, in particular, performance evaluation. During FY 1986-87 the Association requested the Commission institute a series of Supervisory Development Programs in three regions of the Province. Over 60 first line supervisors enrolled in the Program. The supervisors will complete the required three weeks of training over an 18 month period with the last group to finish in December, 1987. The Association recently requested a second series of regional offering for another group of 60 supervisors.

Municipal Training Program

The Commission continued its involvement in this Program on behalf of the Department of Municipal Affairs. In councillor training an additional 107 councillors completed a weekend course. The Core program for municipal clerks and administrators concentrated on the areas of municipal accounting and administration. In the Certificate Program in Municipal Administration offered jointly with Memorial University, thirty administrators enrolled in each of the two courses offered: **Principles of Communications** and **Introduction to Local Government.**

Within the Community Manager Program, which is a joint Federal/Provincial project for Coastal Labrador, 13 clerks from Labrador communities obtained certificates of completion. Forty Labrador councillors also completed their training. The project will come to completion in the next Fiscal Year.

Statistical Summary

The numbers attending training courses were quite constant in the four years prior to FY 1986-87. However, the level of participation in Commission courses in FY 1986-87 increased by 24 percent over the previous Fiscal Year. The Commission sponsored a total of 3729 participants from the Public Service, municipalities and health care institutions in 455 courses and seminars.

There was a significant increase in the number of personnel participating in data processing training in FY 1986-87 with 786 participants compared to 290 the previous year. For further information on participation in Commission training and a five year comparison of the number of courses and participants, please refer to Appendix C and D on pages 21 and 22 respectively. ■

PERSONNEL SERVICES DIVISION

The Personnel Services Division is responsible for the development, administration and evaluation of a number of service-wide policies and programs in Human Resources Management. Its programs cover such areas as:

- Executive Development
- Educational Support
- Conflict of Interest
- Employee Assistance
- Service Recognition
- Career Planning/Counselling
- Performance Review for Management Personnel

Executive Development

In October, 1982 the Honourable the Premier announced the Executive Development Program as part of Government's commitment to the continuing development of the Executive Group. The program consists of the following elements:

Job Rotation
Interchange Assignments
Special Task Forces and Assignments
Appointments to Boards and Commissions
Training
Special Training Opportunities
Sabbaticals
Special Requests
Temporary Promotions and Assignments, and
James G. Channing Fellowship.

An Executive Committee comprised of four representatives from within Government and two from the private sector manages the Program.

During FY 1986-87 the Executive Development Committee sponsored two personnel on training seminars offered by the Government of Canada at the Executive Development Centre at Touraine, Quebec. Courses attended were the Senior Managers Orientation course and the Executive Management Orientation course.

In addition, one executive was sponsored on a French language course and another on a seminar on Accounting for the Non-Accountant. The Committee also offered 5 one-day seminars on Financial Planning for the Executive Group.

In June, 1986 the second Channing Fellow, Mr. Ronald Penney, completed his 12 month tenure at Memorial University of Newfoundland. Mr. Penney has since been appointed Deputy Minister of Public Works and Services.

Mr. Cyril J. Goodyear, Deputy Minister of Rural, Agricultural and Northern Development was appointed Channing Fellow at Memorial University in September, 1986.

The Chairman of the Executive Development Committee attended a planning conference for a Public Executive Program at Queen's University. This program which is being designed specifically for senior public executives will be the first of its kind in Canada. The Committee plans to offer this opportunity to members of the Executive Group when it becomes available.

Educational Support Program

To develop its own Human Resources and to decrease the necessity of out-of-Province recruitment, Government authorized the Commission in 1981 to use its Educational Support Program combined with a recruitment component as a means of achieving these aims.

This program uses a Human Resources Planning approach to staff "hard-to-fill" positions in the Public Service. It also provides support to employees while they are pursuing training or studies to meet the requirements of priority programs in their Departments and Agencies.

The focus of the program in FY 1986-87 continued to be in the direction outlined above. Educational support proposals were developed so that personnel currently employed in the Public Service could be trained for these positions. Public servants who receive educational support are required to sign a return to service agreement for three times the period of educational leave.

Five educational support proposals were approved during the Fiscal Year as follows:

Department	Course of Study	Location
Education (Two)	Education of Deaf	Western Maryland College
Health	Master's in Public Health	University of North Carolina
Health	Environmental Health	Ryerson Polytechnical Institute, Toronto
Rural, Agricultural & Northern Development	Master's in Agriculture	University of Guelph

PERSONNEL SERVICES DIVISION

Conflict of Interest (Public Employees) Regulations

In February, 1983 Government introduced the Conflict of Interest (Public Employees) Regulations for all public service employees. These Regulations are intended to provide guidance to public employees to ensure there is no conflict between the duties of their positions and their private interests.

The Regulations require employees to disclose in writing to the Head of the Department/Agency any business, financial or property interest that actually or potentially conflicts with or is affected by actions taken or decisions made by employees in the course of their official duties.

The Regulations also set out measures Department Heads may take to correct a conflict of interest situation on the part of an employee. If the Department Head decides that there is a conflict of interest, there are a variety of options open to resolve the matter including:

- divestiture of the interests deemed to be causing the conflict;
- the cessation of external employment;
- internal transfer of the public employee;
- disciplinary measures including suspension and/or dismissal.

Department Heads, however, are obliged to consult with the Public Service Commission before taking any remedial action.

Although the Public Service Commission has an overall responsibility to provide advisory services and to disseminate information relating to the Regulations in order to ensure uniform standards of administration, Department Heads have the responsibility for the administration of the Regulations in their respective Departments. During the year Department Heads continued to consult with the Commission regarding possible conflict of interest situations that arose and to which the Regulations applied. During FY 1986-87 there was one appeal to the Conflict of Interest Appeal Board.

Since the date of this Annual Report, the responsibility for the administration of the Conflict of Interest Act was transferred by Legislation from the Minister of Finance to the Minister of Public Works and Services who subsequently assigned the responsibility to the Commission.

Employee Assistance Program

The Employee Assistance Program is a joint program of the Provincial Government and its Unions/Associations. Its objective is to provide confidential help for employees in the Newfoundland Public Service who are experiencing personal problems that may interfere with work performance.

A voluntary program, the Employee Assistance Program permits employees to seek help from the Program Co-ordinator on their own initiative or, if work performance is affected, to be referred to the Co-ordinator by the supervisor. The Program functions primarily as an in-take and referral service that normally utilizes community-based helping agencies. It is founded on the assumption that personal well-being enhances morale and increases productivity in the workplace.

The Employee Assistance Program has been revised and improved several times since its inception in 1979. In November, 1984 a new agreement encompassing policy and procedures was signed by representatives of Treasury Board, Newfoundland Association of Public Employees and Newfoundland and Labrador Government Managers' Association.

During the last Fiscal Year the Personnel Services Division assumed responsibility for the Program and in December, 1985 the Commission hired a full-time Employee Assistance Program Co-ordinator. The implementation of the promotional plan developed early in 1986 resulted in an increase in the number of program participants during FY 1986-87.

Sixty-nine employees participated in the Program during the current Fiscal Year. This was a 53 percent increase in participants over the previous Fiscal Year. In addition, there were 19 other employees who received one counselling session but did not formally enter the Program. Self-referral is now the primary means of entry to the Program. Forty-eight employees utilized this option during the Fiscal Year.

Eighty-five specific problems were identified and referred for assistance. These are as follows:

— Financial	34
— Alcohol and Drug	22
— Emotional	21
— Marital	6
— Legal	2

PERSONNEL SERVICES DIVISION

Present plans call for the distribution of an Employee Handbook on the Employee Assistance Program, the printing and distribution of a Program brochure and the continuation of promotional meetings, presentations and workshops.

The Joint Labour/Management Committee which oversees the Employee Assistance Program held four meetings during FY 1986-87. At each meeting the Program Co-ordinator submitted for review program statistics and gave a verbal report.

A major challenge facing the Program over the next year is the shortage and sometimes the complete lack of suitable referral agencies and counsellors in several communities where there is an identified need for the Employee Assistance Program.

Service Recognition Program

In 1980 Government introduced a Service Recognition Program in the Newfoundland Public Service to recognize the service of public servants at significant points in their careers. The presentation of standard pins and certificates identifying either 20, 25, or 35 years of service marks these milestones of an employee's career. In the case of retirement, however, the presentation of a gift and a retirement certificate denotes the occasion.

During the Fiscal Year 175 employees received recognition under the Program's retirement provisions. Listed in Appendix E on page 23 are the names of 18 employees who retired during the Fiscal Year with 35 years of service or over.

Under the Long Service section 214 public servants were presented with certificates and pins as follows:

20 years' service — 123
25 years' service — 77
35 years' service — 14

Career Planning/Counselling

As a result of Government's acceptance of the recommendations of the Task Force on Affirmative Action for Women a Career Planning Unit was established in February, 1987 with the appointment of a Career Development Officer. This new Unit is intended to address the needs of all public servants in the areas of Career Assessment and Career Development.

In the area of Career Assessment the Unit will offer a confidential career counselling service to employees as well as workshops in **Career Planning, Resumé Writing,** and **Job Interview Skills.** In terms of Career Development, the Unit will oversee the Career Development Program for Women as well as assist Departments and Agencies to identify and utilize developmental assignments and secondments to meet both organizational requirements and the career needs of individual employees. The Unit will also act as a resource centre within the Public Service for materials and research data in the area of Career Planning.

At the time of this Report information brochures and kits related to Career Development are being prepared. In addition a small resource centre has been established and courses offered in **Career Planning and Resumé Writing** and **Job Interview Skills.**

The Commission has for some time recognized the need for the development of a career counselling service for public servants. The Commission is hopeful that both Departments and Agencies and public servants from all levels within Government will find the Career Planning Unit a useful instrument for human resource planning and for individual career development.

Management Performance Review Program

The Management Performance Review Program introduced by Government in December, 1983 is a results-oriented program. It provides a formal mechanism to review an employee's work performance through objective setting, periodic reviews and the completion of an Annual Review Report at the end of the review period.

The Program is intended to enhance Departmental planning to improve communications among various management levels in Departments and to provide a mechanism through which employee training and development needs can be identified and met. It includes all Management Personnel in Government as well as Executive Personnel up to the Assistant Deputy Minister level.

In January, 1986 the Performance Review Advisory Committee conducted a survey with some 300 executive and senior management personnel in the Public Service. As these employees had completed a full cycle of the Management Performance Review Program, their views on the Program were requested.

One hundred and ninety-five personnel or 65 per cent completed and returned the survey questionnaire. The results showed that over 70 per cent of respondents had completed a full cycle of the Program, i.e. had set objectives, had at least one periodic review and had completed an Annual Performance Review Report. ■

ADMINISTRATIVE SERVICES DIVISION

The Administrative Services Division provides support services to the Commission, the Recruitment and Selection Division and the Personnel Services Division. It has primary responsibility for the registry as well as the purchasing and accounting activities of the Commission including Government's Relocation Program.

Relocation Program

The Public Service Commission is responsible for the administration of Government's Relocation Program which provides financial assistance for approved costs incurred by an employee in relocating from one location to another.

Employees are eligible to claim relocation expenses under the following circumstances:

- When transferred at the request of the Department.
- Upon promotion.
- On initial appointment to a permanent position within the Public Service an employee is eligible for reimbursement of 75 percent of relocation expenses.
- If the employee's position becomes redundant and a suitable position is found with Government in another location within 12 months or within the time frame specified in the applicable Collective Agreement.
- Transfer or voluntary demotion to and from Labrador provided that the employee has not received payment for relocation expenses within the previous two years.

In FY 1986-87, 169 employees were relocated at a cost of $951,189. This includes the transfer of 51 Royal Newfoundland Constabulary personnel to Corner Brook at a cost of $353,802. A summary of these costs by relocation category is as follows:

Transfers	103	$712,250
Promotions	22	$ 95,595
Initial Appointments	44	$143,344
TOTAL	169	$951,189 ■

STATISTICS

Appendix A

RECRUITMENT AND SELECTION DIVISION

Number of Competitions, Applicants, Interviews and Positions for Fiscal Year 1986-87

Department/Agency	Number of Competitions	Number of Applicants	Number of Interviews	Number of Positions
Alcohol & Drug Dependency Commission	10	145	34	12
Auditor General	11	78	5	14
Bay St. George Community College	1	4	2	1
Cabinet Secretariat	6	71	29	7
Career Development and Advanced Studies	18	203	81	19
Consumer Affairs and Communications	16	140	46	17
Culture, Recreation and Youth	44	918	212	45
Development and Tourism	28	518	150	30
Education	27	365	124	29
Environment	22	351	129	24
Finance	36	336	151	41
Fisheries	23	434	106	23
Fisheries Loan Board	9	203	57	10
Fishing Industry Advisory Board	1	21	13	1
Forest Resources and Lands	41	369	133	42
Health	54	656	198	59
Intergovernmental Affairs Secretariat	1	8	6	1
Justice	70	626	190	75
• Royal Newfoundland Constabulary(See Table on page 8)				
• St. John's Fire Department				6*
Labour	20	236	78	21
Mines and Energy	20	259	80	20
Municipal Affairs	5	92	48	18
Newfoundland Liquor Licensing Board	2	2	0	2
Newfoundland Medical Care Commission	12	99	17	12
Newfoundland Public Libraries Board	10	32	4	11
Petroleum Directorate	16	220	52	16
Public Service Commission	7	95	26	7
Public Works and Services	39	581	219	44
Rural, Agricultural and Northern Development	47	603	182	47
Social Services	110	832	334	118
Transportation	51	380	132	51
Treasury Board Secretariat	11	218	99	12
Total	768	9095	2937	835

* *Appointed from list of eligible candidates*

Appendix B

RECRUITMENT AND SELECTION DIVISION

Tests Administered
Clerical/Secretarial Positions

Position	Total Tests Administered	Number Passed	Number Failed*
Clerical	731	297	434
Typing	610	446	164
Shorthand	226	119	107
Court Reporter	19	7	12
Totals	1586	869	717

* *After 6 months candidates are eligible to re-write test.*

Positions Filled
Clerical/Secretarial Positions

Position	Number	Permanent	Temporary
Clerical	52	30	22
Clerk Typist	101	58	43
Clerk Stenographer	91	49	42
Court Reporter	10	7	3
Totals	254	144	110

Appendix C

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses, Participants and Person Days of Training for Fiscal Year 1986-87 by Program Area and by Sex

Program Area	Number of Courses	Number of Participants	No. of Males	No. of Females	Number of Person Days of Training
1. Executive Courses	8	74	67	7	57
2. Management & Supervisory Courses	46	643	464	179	1247
3. Accelerated Career Development Program	11	13	-	13	-
4. Administrative & Support Staff Courses	14	199	70	129	411
5. Computer Courses	78	786	363	423	1031.5
6. Departmental Training	29	409	230	179	1036.5
7. Special Training	15	219	141	78	477
8. Pre-Employment Training	3	52	24	28	735
9. Certificate, Correspondence & Night Courses	136	125	68	57	-
10. Municipal Training	15	277	132	145	372.5
11. External Courses & Workshops	24	44	25	19	168
12. Management & Supervisory Training: NHA	13	230	72	158	457.5
13. Occupational Health & Safety Training	63	658	567	91	870
Totals	455	3729	2223	1506	6863.0

Appendix D

STAFF TRAINING AND DEVELOPMENT DIVISION

Number of Courses and Participants by Fiscal Year, 1982 - 1987

Fiscal Year	Number of Courses	Number of Participants
1982 - 83	347	3226
1983 - 84	351	3104
1984 - 85	367	3094
1985 - 86	357	3005
1986 - 87	455 (27% increase over FY 85-86)	3729 (24% increase over FY 85-86)

Number of Courses and Participants in Data Processing Training by Fiscal Year, 1982 - 1987

Fiscal Year	Number of Participants Classroom	Number of Participants C.A.I.	Total No. of Participants
1982 - 83	166	44	210
1983 - 84	149	142	291
1984 - 85	53	241	294
1985 - 86	148	142	290
1986 - 87	202	584	786

Appendix E

PERSONNEL SERVICES DIVISION

Public Servants who Retired in Fiscal Year 1986-87
Thirty-Five Years Service and Over

	Name	Years	Department
1.	Robert McNeily	44	Culture, Recreation and Youth
2.	James Moore	39	Finance
3.	Marie Brennan	37	Forest Resources and Lands
4.	Gerald Davis	37	Forest Resources and Lands
5.	Eugene Goodyear	37	Transportation
6.	Eric Rowe	37	Executive Council
7.	Kathleen Roche	36	Health
8.	H. Vernon Hollett	36	Public Works and Services
9.	Harold Grandy	36	Transportation
10.	Harold Petten	36	Transportation
11.	Clarence S. Roberts	36	Transportation
12.	Edward LeGrow	35	Finance
13.	Frank Morrissey	35	Forest Resources and Lands
14.	Glynn Burke	35	Health
15.	Cyril Dawe	35	Public Works and Services
16.	Ford Crewe	35	Transportation
17.	Donald Elson	35	Transportation
18.	Wallace Petten	35	Transportation